Canada Border Services Agency

2015–16

Report on Plans and Priorities

The Honourable Steven Blaney, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

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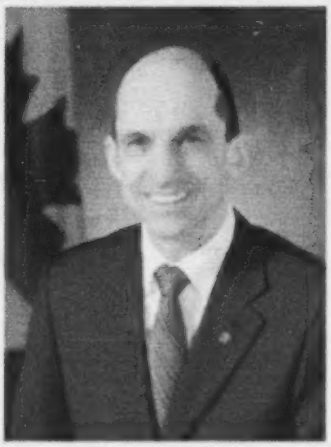


As the Minister of Public Safety and Emergency Preparedness, I am pleased to present to Parliament the Canada Border Services Agency's (CBSA) *2015–16 Report on Plans and Priorities*.

The CBSA carries out the important responsibility of protecting Canada's ports of entry and managing the flow of people and goods to and from our country through those ports. Working 24/7 to prevent high-risk people and goods from crossing into Canada while facilitating legitimate trade and travel, the CBSA is the second largest law enforcement organization in the country, proudly serving Canadians both at home and abroad.

The CBSA has an ambitious agenda for 2015–16, one that is central to our government's priorities for national security and economic growth. To this end, the CBSA will continue to modernize border management by managing and mitigating risks well before they reach our shores. The Agency will also continue to support reforms to our refugee determination system and to remove failed refugee claimants and other inadmissible persons in a timely manner. In 2015–16, the CBSA will expand its trusted traveller programs and support cross-border trade by modernizing its systems and processes that support the importation of goods and compliance with our trade laws and policies. Finally, the Agency will continue to revitalize infrastructure at ports of entry across the country.

As the Minister responsible for the CBSA, I am extremely proud of the men and women of the Agency and of the work they do on behalf of Canadians. They are the face of Canada for thousands of travellers each day and our first line of protection against people and goods that threaten our security. I look forward to another year of excellent service from the CBSA.

The Honourable Steven Blaney, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Steven Blaney, P.C., M.P.

Institutional Head: Mr. Luc Portelance

Ministerial Portfolio: Public Safety and Emergency Preparedness

Enabling Instruments: *Canada Border Services Agency Act; Public Safety and Emergency Preparedness Act*

Year of Incorporation / Commencement: 2003

Organizational Context

Raison d'être

The Canada Border Services Agency (CBSA) provides integrated border services that support national security priorities and facilitate the flow of people and goods across the border.

Responsibilities

The CBSA is an integral part of the Public Safety Portfolio, which is responsible for integrated national security, emergency management, law enforcement, corrections, crime prevention and border management operations. Specific responsibilities include the following:

- administering legislation that governs the admissibility of people and goods into and out of Canada;
- identifying, detaining, and removing people who are inadmissible to Canada;
- interdicting illegal goods at Canada's border;
- protecting food safety, plant and animal health, and Canada's resource base;
- administering trade legislation and agreements, including the enforcement of trade remedies that protect Canadian industry;
- administering a fair and impartial redress mechanism; and
- collecting duties and taxes on imported goods.

Examples of Acts Administered by the CBSA

- *Agriculture and Agri-Food Administrative Monetary Penalties Act*
- *Canada Border Services Agency Act*
- *Citizenship Act*
- *Criminal Code*
- *Customs Act*
- *Customs Tariff*
- *Excise Act*
- *Excise Tax Act*
- *Export and Import Permits Act*
- *Food and Drugs Act*
- *Health of Animals Act*
- *Immigration and Refugee Protection Act*
- *Plant Protection Act*
- *Special Import Measures Act*

CBSA Service Locations

The CBSA provides services at multiple points across Canada and abroad, including the following:

- 117 land border crossings
- 73 sufferance warehouses
- 27 rail offices
- 224 airports
- 439 marine reporting sites
- 12 ferry terminals
- 10 cruise ship operations
- 218 commercial vessel clearance facilities
- 3 mail processing centres
- 46 international offices

Strategic Outcome and Program Alignment Architecture

1. Strategic Outcome: International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks.

- **1.1 Program:** Risk Assessment
  - **1.1.1 Sub-Program:** Intelligence
  - **1.1.2 Sub-Program:** Targeting
  - **1.1.3 Sub-Program:** Security Screening
- **1.2 Program:** Secure and Trusted Partnerships
  - **1.2.1 Sub-Program:** Trusted Traveller
  - **1.2.2 Sub-Program:** Trusted Trader
- **1.3 Program:** Admissibility Determination
  - **1.3.1 Sub-Program:** Highway Mode
  - **1.3.2 Sub-Program:** Air Mode
  - **1.3.3 Sub-Program:** Rail Mode
  - **1.3.4 Sub-Program:** Marine Mode
  - **1.3.5 Sub-Program:** Postal
  - **1.3.6 Sub-Program:** Courier Low Value Shipment
- **1.4 Program:** Criminal Investigations
- **1.5 Program:** Immigration Enforcement
  - **1.5.1 Sub-Program:** Immigration Investigations
  - **1.5.2 Sub-Program:** Immigration Detentions
  - **1.5.3 Sub-Program:** Immigration Hearings
  - **1.5.4 Sub-Program:** Immigration Removals
- **1.6 Program:** Recourse
- **1.7 Program:** Revenue and Trade Management
  - **1.7.1 Sub-Program:** Anti-dumping and Countervailing
  - **1.7.2 Sub-Program:** Trade Policy
  - **1.7.3 Sub-Program:** Trade Compliance

Internal Services

Organizational Priorities

Organizational Priorities

Priority	Type[1]	Programs
Secure the Border Strategically	Previously committed to	Risk Assessment Secure and Trusted Partnerships Admissibility Determination Criminal Investigations Immigration Enforcement

Description

Why is this a priority?

In a dynamic threat environment, the CBSA continues to rely on the use of high-quality information that integrates intelligence and analytics with enforcement statistics to manage border-related risks. The CBSA will continue to partner with its United States (U.S.) counterparts through the *Beyond the Border Action Plan* initiatives that aim to strengthen border security between both countries and promote economic prosperity by making border processes more effective and efficient. Three years on, the *Beyond the Border Action Plan* has delivered on important priorities, and the CBSA remains focused on further implementation of these key initiatives.

What are the plans for meeting this priority?

In 2015–16, the CBSA will continue to secure the border strategically by enhancing its ability to assess risk, determine admissibility, investigate criminal activities, and increase immigration compliance. To ensure the border remains secured for Canadians, the CBSA will advance the implementation of the *Beyond the Border Action Plan*.

To strengthen its ability to intercept inadmissible people, the Agency will make ongoing program improvements to manage risks away from the border, including:

- Continuing to modernize Agency tools to better identify and mitigate risks at the earliest point in the travel and trade streams;
- Implementing and ensuring compliance with regulatory amendments that will impose new requirements on commercial carriers to enhance the Agency's ability to make admissibility determinations prior to the arrival of shipments into Canada;
- Continuing the implementation of eManifest to support the electronic transmission of advance commercial information to the CBSA;
- Implementing the Interactive Advance Passenger Information (IAPI) initiative which would allow the CBSA to work collaboratively with commercial air carriers to modernize the screening of air passengers prior to departure to Canada; and,
- Enhancing the screening of travellers prior to their departure for Canada by integrating new predictive analytics to the targeting function.

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or DPR.

Activities relating to criminal investigations and immigration enforcement are also planned, including continuing to support the reform of the refugee determination system, enhancing the Agency's capacity to investigate and locate foreign nationals and permanent residents in contravention of the *Immigration and Refugee Protection Act* (IRPA), and facilitating the timely removal of failed refugee claimants and foreign criminals.

Priority	Type	Programs
Streamline and Simplify the Border Experience	Previously committed to	Secure and Trusted Partnerships Admissibility Determination Recourse Revenue and Trade Management

Description

Why is this a priority?

A streamlined and simplified border experience reduces border wait times, encourages trade compliance, and supports Canada's economy. As such, the CBSA remains committed to strengthening its ability to minimize delays for low-risk travellers and goods while optimizing measures to intercept inadmissible persons and goods in all modes of travel.

What are the plans for meeting this priority?

Activities that aim to expedite border clearance of low-risk travellers and traders, which in turn allow the CBSA to focus resources on people and goods of unknown or higher risk, will continue to be pursued, including:

- Enhancing benefits and streamlining the processing of trusted travellers by reducing processing times through the increase of NEXUS lanes, replacing aging equipment at land ports of entry, and adding more NEXUS kiosks at Canada's busiest airports;
- Continuing to enhance benefits to participants of the Trusted Trader Programs and completing Mutual Recognition Agreements with the European Union and Mexico to expand the international trade network of accredited low-risk companies;
- Implementing the Single Window Initiative (SWI) where importers can electronically submit customs and regulatory information;
- Engaging with international partners on new initiatives related to admissibility determination, immigration and preclearance activities; and,
- Planning investments and enhancing client service along the Canada–U.S. border.

Improvements will also be made to increase the efficiency of the Recourse program. This includes the modernization of its information management systems, which will result in the Agency's ability to make decisions in a timely manner.

Priority	Type	Programs
Advance Global Border Management	Previously committed to	Risk Assessment Secure and Trusted Partnerships Revenue and Trade Management

Description

Why is this a priority?

Engaging international partners and working together to better align processes and identify best practices can result in increased operational effectiveness and efficiency. As such, the Agency is committed to building and leveraging its international relationships.

What are the plans for meeting this priority?

In 2015–16, the CBSA will continue to advance Canadian interests in facilitating border management and security by strengthening relationships with international counterparts to enable the Agency to address shared issues and accomplish mutual goals. Key planned activities aimed at advancing global management include:

- Working towards implementing the Passenger Name Record (PNR) Treaty with the European Union and ongoing engagement exercises with key international stakeholders in support of the advancement of the Advance Passenger Information (API)/PNR program to enhance risk assessment abilities;
- Working with international partners to enhance the benefits of programs that help trusted travellers move efficiently across the border, including the expansion of the Trusted Traveller Programs to eligible countries; and,
- Continuing to ensure that importers have access to information they need to self-comply with trade obligations by developing, maintaining and making available trade-related information products and participating in key public forums focused on trade-related issues involving international and multinational partners.

Priority	Type	Programs
Strengthen Organizational Resilience	Previously committed to	Internal Services

Description

Why is this a priority?

The Agency operates in a complex and dynamic environment in which sudden changes, whether foreseen or unforeseen, can have significant impacts on its operations. The Agency is therefore continuing to take steps to ensure that it is well positioned to adapt to such situations, minimize disruptions and maintain the confidence of Canadians and stakeholders.

What are the plans for meeting this priority?

In 2015–16, the CBSA will continue to strengthen organizational resilience by:

- Continue to strengthen the financial management regime which will enable better budgeting, planning, forecasting and project management;
- Developing and supporting modern and responsive information technology systems to increase productivity and improve decision-making capabilities throughout the Agency;
- Beginning the implementation of a Private Public Partnership initiative to renew border infrastructure to support the Agency's operations and border modernization efforts;
- Working with Public Safety Canada to align the Agency's approach to emergency management practices with those of the U.S; and,
- Continuing efforts to build a motivated, knowledgeable and innovative workforce that continually improves border integrity and security, including enhancements to the Agency's Officer Induction Model, and the Agency's officer recruitment and training program.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Food, Plant and Animal (FPA) *The risk that plant pests, invasive alien species, unsafe food, and/or plant and animal diseases will enter Canada.*	• Explore opportunities to expand the use of CBSA Business Intelligence capabilities to address FPA compliance, enforcement and performance measurement. • Development of an FPA monitoring framework to identify key stakeholders, timelines, and performance measurement indicators to ensure FPA risks are identified are addressed. • Advance information compliance monitoring and data quality improvements: Multiple activities ongoing to systematically monitor Advance Commercial Information (ACI) and API/ PNR to develop strategies to improve compliance.	• Risk Assessment • Admissibility Determination
Contraband *The risk that commercial*	• Passenger information system enhancements and scenario-based targeting: A three phased approach that will	• Risk Assessment • Admissibility Determination

quantities of contraband will enter or transit Canada.	include additional system changes and enhancements to support new targeting workflow and enhanced use of technology. • Advance information compliance monitoring and data quality improvements: Multiple activities ongoing to systematically monitor ACI and API/PNR to develop strategies to improve compliance. • Postal Modernization Initiative (PMI): Continue to work with the Canada Post Corporation (CPC) on the PMI by stabilizing the Vancouver Mail Centre and working with the CPC to design the future modernization of the remaining mail centres.	
Terrorist Activities *The risk that individuals/groups with links to terrorism, or materials to support terrorist activities, will enter, exit, or transit Canada.*	• Continue the development of the Entry/Exit system to record and reconcile biographical information on travellers who enter and depart Canada. • Passenger information system enhancements and scenario-based targeting: A three phased approach that will include additional system changes and enhancements to support new targeting workflow and enhanced use of technology. • Advance information compliance monitoring and data quality improvements: Multiple activities ongoing to systematically monitor ACI and API/PNR data to develop strategies to improve compliance.	• Risk Assessment • Admissibility Determination

The Agency operates in a complex and dynamic environment, where the exposure to risk is driven largely by factors beyond its control. Ensuring plans mitigate key risks allows the CBSA

to secure the border strategically, streamline and simplify the border experience, and advance global border management.

The above table identifies three of the Agency's top external risks, as evaluated by senior management and found in the CBSA Enterprise Risk Profile, the Agency's overarching, enterprise-level risk document. The risk response strategies presented include activities that are ongoing or planned for 2015–16 to help mitigate these risks. An overview of each risk is presented below.

Description of Key Risks

FPA: The speed and ease with which travel and trade move around the globe has increased Canada's vulnerability to FPA-related threats. The economic and ecological impacts resulting from the introduction of dangerous FPA commodities to Canada could be considerable. External factors such as the oversight capacity of other countries and the high volumes of cargo drive the exposure to this risk. While continued cooperation with the Canadian Food Inspection Agency helps to ensure threats are identified and understood, the Agency faces challenges with its examination capacity for FPA in commercial streams. As such, the Agency is taking additional steps to mitigate the FPA risk.

Contraband: Over the past two decades, organized crime such as drug and currency trafficking, and the illegal movement of firearms, tobacco and vehicles has become increasingly sophisticated and presents enforcement complexity as it reaches beyond national jurisdictions. Ongoing collaboration with law enforcement partners, the use of automated targeting systems, and the work accomplished by a variety of enforcement teams are examples of ways the Agency controls its exposure to the Contraband risk. However, the fact that the number and quantity of drug seizures has been climbing in recent years indicates that the Contraband risk continues to be considerable, and therefore the Agency is continuing efforts to mitigate it.

Terrorist Activities: Terrorism is recognized as a national security threat as Canada has been identified as a target by certain extremist groups, such as the Islamic State of Iraq and the Levant. In addition, the existence of 'insider threats' has been identified as an emerging national security trend, with the terrorist attacks in Saint-Jean-sur-Richelieu and Ottawa in October 2014 serving as an example of such horrific events. The overseas detection and capacity building work of CBSA liaison officers, heightened screening by CBSA personnel, as well as improved targeting capacity as a result of the implementation of the National Targeting Centre are a few of the current controls mitigating the Terrorist Activities risk. However, there is a constant need for vigilance and the Agency is continuing to mitigate the risk as the occurrence of a terrorist act either in, or associated with Canada, could have significant impacts.

Planned Expenditures

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
1,774,214,921	1,872,675,101	1,698,763,898	1,637,208,232

Human Resources (Full-Time Equivalents [FTEs])

2015–16	2016–17	2017–18
13,707	13,463	13,403

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2012–13 Expenditures	2013–14 Expenditures	2014–15 Forecast Spending	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
Strategic Outcome: International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks							
1.1 Risk Assessment	121,511,557	167,659,404	189,433,066	162,698,196	171,596,479	163,321,981	163,146,305
1.2 Secure and Trusted Partnerships	31,564,355	40,998,175	45,579,609	39,094,941	41,903,422	36,353,414	36,491,964
1.3 Admissibility Determination	586,293,558	816,408,042	1,008,544,175	949,587,807	1,005,063,014	896,417,069	844,449,683
1.4 Criminal Investigations	26,441,935	31,415,641	36,888,137	26,079,013	26,600,469	26,541,368	26,692,286
1.5 Immigration Enforcement	150,469,520	173,297,292	182,258,776	146,023,258	159,242,116	145,295,587	146,515,752
1.6 Recourse	11,118,094	11,919,916	13,671,602	11,473,302	11,277,889	11,092,319	11,145,685
1.7 Revenue and Trade Management	73,463,331	90,169,773	88,464,432	102,179,578	98,440,479	78,370,892	69,393,192
Subtotal	1,000,862,350	1,331,868,243	1,564,839,797	1,437,136,095	1,514,123,868	1,357,392,630	1,297,834,867
Internal Services Subtotal	706,493,658	518,243,259	475,940,669	337,078,826	358,551,233	341,371,268	339,373,365
Total	1,707,356,008	1,850,111,502	2,040,780,466	1,774,214,921	1,872,675,101	1,698,763,898	1,637,208,232

The Agency continues to undertake its transformation agenda and move forward with a revision to its Program Alignment Architecture (PAA) to better reflect the Agency's program delivery and to ensure stronger alignment between the PAA and the financial reporting structure. These upcoming changes will facilitate improved financial planning, monitoring and reporting thereby enabling the Agency to report at the sub-program level for the 2016–17 fiscal year, at the earliest.

As part of its transformation and modernization agenda, the CBSA undertook a review of its Internal Services costs to better align with government expenditure coding policy. This exercise was completed in 2013–14 and reflected in the 2013–14 Departmental Performance Report. As a result, significant variances can be seen when comparing previous year's Internal Services expenditures to forecasted and planned spending for the next three years.

The 2015–16 Main Estimates of $1,774 million including, Internal Services, represents an increase of $38 million or 2% from the 2014–15 Main Estimates of $1,736 million. The net increase in the Main Estimates is primarily due to increased investments in initiatives announced as part of the *Beyond the Border Action Plan* and major projects such as the CBSA Assessment and Revenue Management (CARM) Project.

In 2015–16 the CBSA is forecasting expenditures slightly above the 2015–16 Main Estimates due to the expected carry forward of unspent funds from the previous year.

Beginning in 2015–16 planned spending is expected to decrease and stabilize in 2017–18 due to the completion of major project milestones.

Alignment of Spending With the Whole-of-Government Framework

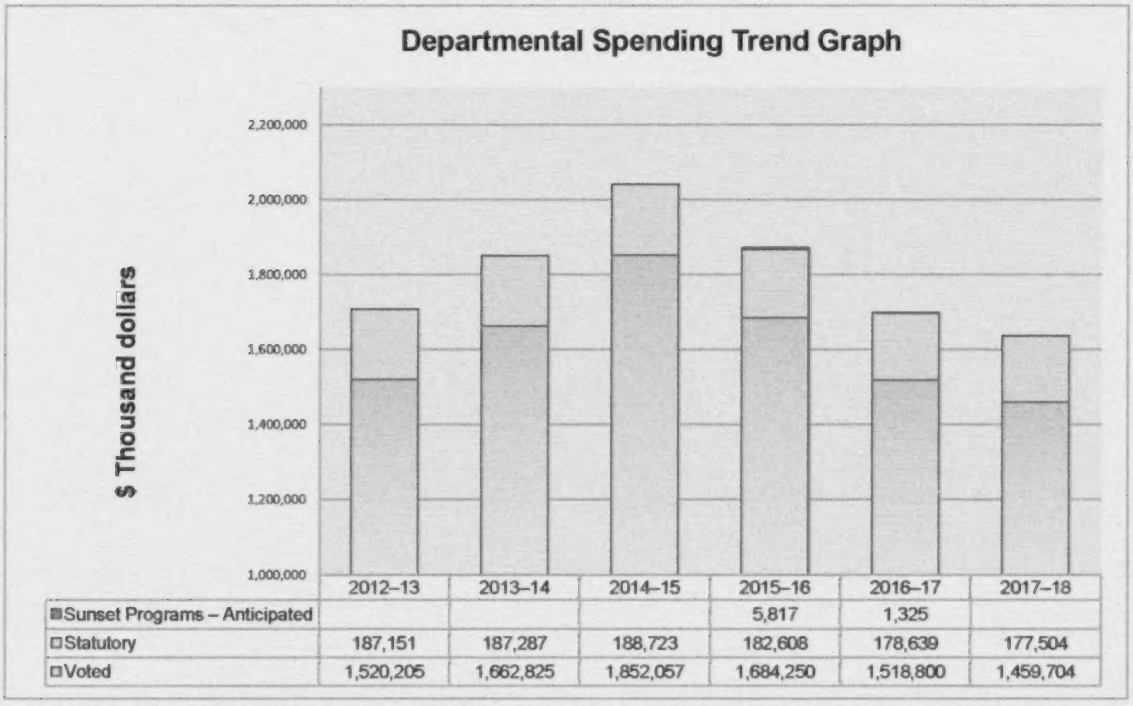
Alignment of 2015–16 Planned Spending With the Whole-of-Government Framework[i] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Planned Spending
International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks	Risk Assessment	International Affairs	A safe and secure world through international engagement	171,596,479
	Secure and Trusted Partnerships	International Affairs	A safe and secure world through international engagement	41,903,422
	Admissibility Determination	Social Affairs	A safe and secure Canada	1,005,063,014
	Criminal Investigations	Social Affairs	A safe and secure Canada	26,600,469
	Immigration Enforcement	Social Affairs	A safe and secure Canada	159,242,116
	Recourse	Economic Affairs	A fair and secure marketplace	11,277,889
	Revenue and Trade Management	Economic Affairs	A fair and secure marketplace	98,440,479

Total Spending by Spending Area (dollars) excluding Internal Services

Spending Area	Total Planned Spending
Economic affairs	109,718,368
Social affairs	1,190,905,599
International affairs	213,499,901
Government affairs	-

Departmental Spending Trend



	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Sunset Programs – Anticipated				5,817	1,325	
Statutory	187,151	187,287	188,723	182,608	178,639	177,504
Voted	1,520,205	1,662,825	1,852,057	1,684,250	1,518,800	1,459,704

The CBSA's total expenditures have increased from $1,707 million in 2012–13 to the $2,041 million forecasted for 2014–15. The increase is primarily due to investments in major projects such as eManifest, Refugee Reform, Arming and initiatives announced as part of the *Beyond the Border Action Plan*. The Action Plan establishes a new long-term partnership built upon a perimeter approach to security and economic competitiveness with the U.S.

The increase in forecasted expenditures in 2014–15 is also due to a one-time transitional payment, as the Government moved to a pay-in-arrears pay system, and a one-time severance payout for the recently signed collective agreement for border services officers.

Starting in 2014–15 through to 2017–18, the planned spending is expected to decrease to $1,637 million upon the planned completion of several large projects and delivering on core commitments set out in the *Beyond the Border Action Plan*. Therefore, in 2017–18 and ongoing, the CBSA's planned spending is expected to stabilize.

The CBSA will continue to undertake its transformation agenda and to focus on improving its effectiveness and funding efficiencies in order to be more agile in responding to changing economic climates.

Estimates by Vote

For information on the CBSA's organizational appropriations, consult the *2015–16 Main Estimates* on the Treasury Board of Canada Secretariat website.[ii]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: International trade and travel is facilitated across Canada's border and Canada's population is protected from border-related risks.

Program 1.1: Risk Assessment

Description

The Risk Assessment program "pushes the border out" by seeking to identify high-risk people, goods and conveyances as early as possible in the travel and trade continuum to prevent inadmissible people and goods from entering Canada. This benefits the travelling public and the trade community by enabling the Agency to focus its examination and interdiction activities on high-risk people and goods, thereby facilitating the entry of low-risk travellers and goods. The Agency uses a variety of threat and risk assessment methodologies, intelligence and supporting technologies to identify potential risks to the security and safety of people and goods.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
162,698,196	171,596,479	163,321,981	163,146,305

Human Resources (FTEs)

2015–16	2016–17	2017–18
1,051	1,044	1,045

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Potential threats to the safety and security of Canada, such as inadmissible goods and people, are identified, assessed and intercepted prior to arrival	Percentage of threats that led to an enforcement action or inadmissibility recommendation	18.00%	03/2016

Planning Highlights

Key Commitment: Continue to modernize Agency tools to manage risks at the earliest point in the travel and trade streams

In 2015–16, the CBSA will continue to modernize tools and advance regulatory changes to ensure continued access to timely, high-quality information, which allows for the identification of high-risk people and goods at the earliest point in the travel and trade streams. Key supporting activities under this commitment include the advancement of IAPI under the *Beyond the Border Action Plan*, and improvements to business processes for the Targeting and Security Screening Programs to improve the Agency's risk assessment capabilities. Also in 2015–16, as part of the Integrated Cargo Security Strategy to identify and mitigate risks related to screening inbound cargo arriving from offshore, the CBSA will continue to develop examination processes to support mitigation efforts related to national security concerns. Lastly, the Agency will enhance regulatory requirements for ACI and develop a regulatory package for the collection of Advance Trade Data.

Sub-Program 1.1.1: Intelligence

Description

The Intelligence Program collects, analyzes and distributes actionable intelligence regarding people, goods, shipments or conveyances bound for or leaving Canada to help the CBSA and other law enforcement partners identify people, goods, shipments or conveyances that may be inadmissible or pose a threat to the security of Canada. CBSA officers located within Canada, at ports of embarkation or at posts abroad assess information collected from a wide range of sources. In addition, the CBSA provides timely, accurate, strategic, operational and tactical intelligence advice to government authorities, like-minded counterpart nations and stakeholders related to threats to national security, including information on terrorism, weapons proliferation, war crimes, organized crime, smuggling, immigration fraud and irregular migration, fraudulent documentation and border enforcement. Intelligence products such as lookouts, alerts, scientific reports and threat and risk assessments inform, support and enhance the Agency's screening and targeting capabilities and other CBSA programs (such as Admissibility Determination, Criminal Investigations and Immigration Enforcement). A lookout is reliable, accurate and actionable intelligence on actual or suspected infractions or criminal activities that may result in the interception of inadmissible people. A lookout takes the form of an electronic file record. A lookout "hit" will "flag" or identify particular individuals, including corporations, and specific goods, conveyances or shipments. A lookout "hit" requires a mandatory referral to a secondary examination.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Reliable, accurate and actionable intelligence resulting in the interception of inadmissible people	Interception rate: Number of CBSA liaison officer interceptions of improperly documented travellers prior to their arrival by air to Canada, measured against improperly documented arrivals to Canada	70%	03/2016
Reliable, accurate and actionable intelligence resulting in the interception of inadmissible goods, shipments and/or conveyances	Ratio of the value of intelligence-led seizures to the value of non-intelligence-led seizures	9:1	03/2016

Planning Highlights

Key Commitment: Increase the value-added of the Intelligence Program in supporting the CBSA's enforcement priorities

A strengthened performance measurement framework will enable the Agency to measure intelligence-led interceptions of inadmissible people and goods, shipments and conveyances as part of its efforts to support "lookouts", a specific intelligence product that uses various risk factors to identify threats. By measuring the alignment of intelligence activities against program objectives, this will identify areas to improve in the Intelligence Program and focus the Agency's efforts based on trend analysis and information leading to better enforcement results. In 2015–16, the Agency will work with key stakeholders to improve the performance measurement capability for the Intelligence Program to support better monitoring of intelligence-led enforcement outcomes that are aligned with the Agency's key border enforcement priorities. Additionally, by contributing to broader Government of Canada intelligence priorities, the CBSA's intelligence activities will continue to address key border enforcement priorities of the Government of Canada, including the protection of Canadians from border-related risks.

Sub-Program 1.1.2: Targeting

Description

The Targeting Program identifies people and goods bound for Canada that may pose a threat to the security and safety of the country. The CBSA uses a number of automated advance information sources from carriers and importers to identify people, goods and conveyances that may pose a threat to Canada. Advance Passenger Information and ACI provide the CBSA with electronic pre-arrival information on people and goods that can be used to perform risk assessments in advance of their arrival in Canada. Known threats are identified when there is a match against an enforcement database entry. People and goods that are identified as posing a threat to Canada are referred for verification and examination upon their arrival at a port of entry.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Air passengers that pose a threat to the security and safety of Canada are identified prior to their arrival	Average Percentage of air passengers targeted for examination that led to a result	25.00%	03/2016
Marine containers and contents that pose a threat to the security and safety of Canada are identified prior to their arrival	Percentage of marine containers targeted for contraband and FPA examination that yielded a result	1.50%	03/2016

Planning Highlights

Key Commitment: Establish a common approach to perimeter screening through the implementation of the IAPI initiative

The IAPI initiative, a key *Beyond the Border Action Plan* commitment, will expand the existing API/PNR program by collecting passenger information earlier in the traveller stream. This will allow the CBSA to work collaboratively with commercial air carriers to modernize the screening of air passengers by sending a message to airlines advising of the validity of a passenger's immigration documents prior to their departure to Canada. The IAPI will be a key initiative to strengthen the Agency's ability to protect Canada's population from border-related risks by "pushing the border out."

In 2015–16, the CBSA will continue to move the IAPI initiative forward by reviewing the impact of IAPI on the CBSA's operations through various programs like the Passenger Protect program,

a project led by Public Safety Canada to assist airlines in identifying individuals who may pose a threat to aviation security and prevent them from boarding flights to Canada.

Key Commitment: Enhance the screening of travellers and commercial goods prior to their departure for Canada by using a common approach

In 2015–16, the CBSA will make a number of improvements to its Targeting Program to enhance the screening of travellers and goods prior to their departure for Canada. In the traveller stream, the Agency will develop and implement a redesign of PAXIS, an automated risk assessment system for air travellers. Additionally, new predictive analytics will be implemented to improve the traveller targeting function and enable the CBSA to address risks at its earliest point in the traveller stream.

In the commercial stream, the Agency will continue with the implementation of eManifest, which is targeted for completion by March 2017. eManifest is a transformational initiative which enhances the safety and security of Canada's trade chain by requiring, through proposed regulations, that all carriers, freight forwarders and importers in all modes of transportation to electronically transmit ACI to the CBSA. This information allows the CBSA to conduct pre-arrival risk assessments prior to the arrival of goods in Canada and will result in more prioritized and effective enforcement activities. In 2015–16, the Agency will deploy a number of eManifest components including risk assessment tools, an Integrated Decision Model and Operational and Performance Reports.

Key Commitment: Continue the implementation of the Targeting Business Model

The CBSA is committed to enhancing and integrating the risk assessment process for travellers and goods, through advancing the implementation of the Targeting Business Model. In 2015–16, as part of the Targeting Business Model, they Agency will continue the development of commercial risk indicators in anticipation of the eManifest risk assessment tool implementation in late 2016. In addition, the Agency will develop a detailed implementation plan for centralizing rail and highway targeting at the National Targeting Centre.

Key Commitment: Improve the API/PNR program to enhance the CBSA's ability to perform effective targeting

As part of the API/PNR program, all commercial air carriers are required to share basic identifying information as well as reservation information on every air passenger and crew member they transport to Canada. This information allows the Agency to conduct pre-arrival risk assessments (targeting).

In 2015–16, the Agency will continue with improvements to the API/PNR program to enhance targeting abilities. The Agency will also continue ongoing engagement exercises with the airline industry and key domestic and international stakeholders including the International Air Transport Association International Civil Aviation Organization, and the World Customs Organization (WCO). Finally, the Agency will improve API/PNR compliance and data quality through the issuance of monthly report cards to all air carriers on their compliance.

Sub-Program 1.1.3: Security Screening

Description

The Security Screening Program is responsible for the security screening of foreign nationals who have been referred to the CBSA by a Citizenship and Immigration Canada (CIC) visa officer abroad or in Canada, who are seeking to come to Canada as a permanent resident, temporary resident (e.g., visitor) or refugee, or are already in Canada and seeking to remain as a temporary or permanent resident.

The CBSA is responsible for ensuring that there are no security concerns related to the individual seeking entry to Canada (e.g., counter-terrorism, counter-espionage, war crimes, crimes against humanity and organized crime) and, based on a thorough screening exercise (including the review of information and intelligence from a wide variety of internal and external sources), makes a recommendation to CIC on the admissibility of the individual. This program is also responsible for determining the admissibility of senior diplomats being posted to Ottawa to ensure that they meet the admissibility requirements of the IRPA.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Persons who may be a national security concern are found to be inadmissible to Canada	Percentage of all non-favourable CBSA recommendations to CIC relating to permanent residents that result in a finding of inadmissibility	95.00%	03/2016
	Percentage of all non-favourable CBSA recommendations to CIC relating to temporary residents that result in a finding of inadmissibility	95.00%	03/2016

Planning Highlights

Key Commitment: Continue to work with Government of Canada Security Screening partners to improve processes and better mitigate risk

Under the Security Screening Program, the CBSA provides CIC with recommendations on the admissibility of refugee claimants as well as temporary and permanent resident applicants under sections of the IRPA related to war crimes, security and organized crime. This process ensures that individuals who may pose a threat to the safety and security of Canada are denied entry, while continuing to facilitate the travel of low-risk individuals to Canada.

In 2015–16, the CBSA will continue to improve security screening processes and information sharing practices to strengthen the Agency's ability to manage risks away from the border. Specifically, the Agency will review its admissibility training for both internal course development and external offerings to identify and address training gaps. In addition, the CBSA will conduct a quality assurance survey to assess the quality of inadmissibility recommendations to CIC. They results of the survey will be used to develop an action plan to address issues, as required.

Program 1.2: Secure and Trusted Partnerships

Description

Through the Secure and Trusted Partnerships Program, the CBSA works closely with clients, other government departments and international border management partners to enhance trade chain and traveller security while providing pre-approved, low-risk travellers and traders with streamlined and efficient border processes. The CBSA develops and administers programs and cooperative agreements with its partners to ensure alignment with international standards (e.g., WCO SAFE Framework of Standards) and promote best practices in global border management. By increasing membership in trusted traveller and trader programs, the CBSA is able to improve its capacity to mitigate risk in advance and focus examination efforts on identifying travellers and traders of unknown or higher risk.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
39,094,941	41,903,422	36,353,414	36,491,964

Human Resources (FTEs)

2015–16	2016–17	2017–18
370	363	363

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Capacity to focus on high-risk people and goods at ports of entry is increased	Percentage increase in trusted traveller programs membership from previous fiscal year	12.00%	03/2016
	Number of approved memberships from total applications to trusted trader programs	80	03/2016
	Average time savings for NEXUS members at land ports of entry (average processing time in NEXUS lanes versus conventional lanes)	5 seconds	03/2016

Planning Highlights

Key Commitment: Continue to enhance the benefits of programs that help trusted travellers and traders move efficiently across the border, including the expansion of trusted traveller programs to eligible countries

The Secure and Trusted Partnership Program facilitates the passage of low-risk travellers and commercial goods into Canada, which enables the Agency to focus on people and goods of unknown or high risk, thereby strengthening the safety and security of Canada. Increasing the availability of the program enhances the benefits to travellers, traders and the CBSA by efficiently clearing and expediting trusted traveller and trusted trader participants through new approaches that reduce border processing times. It also keeps Canada aligned with our international partners who operate similar programs.

In 2015–16, the Agency will enhance the Secure and Trusted Partnership Program to allow for more pre-approved low-risk traveller participants by expanding trusted traveller memberships. These activities will expedite border clearance for Secure and Trusted Partnership members by allowing the Agency to focus resources on people of unknown or higher risk.

Sub-Program 1.2.1: Trusted Traveller

Description

The Trusted Traveller Programs are designed to simplify the border clearance process for pre-approved, low-risk travellers entering Canada. The CBSA offers two programs for travellers, NEXUS and CANPASS. These programs streamline (expedite and simplify) border clearance. NEXUS is a joint initiative with the U.S. Customs and Border Protection in the air, land and marine modes of transportation, while CANPASS is a Canadian suite of programs for clients entering Canada by plane, corporate and private aircrafts, and private boats. Both programs are available to citizens or permanent residents of Canada and/or the U.S. and enable members to cross the border faster when travelling to Canada and, in the case of NEXUS, when travelling to the U.S.

Applicants to the programs must pass various assessments (e.g., security checks, interviews and risk assessments) specific to the program before being granted membership. NEXUS and CANPASS Air members can use iris recognition technology for passage processing at designated airports, and NEXUS members can use Radio Frequency Identification technology for processing at designated highway ports of entry. Members of NEXUS or the CANPASS Private Boat, CANPASS Corporate Aircraft or CANPASS Private Aircraft programs entering Canada by private aircraft, corporate aircraft or private boat must report their arrival in advance and make their declarations to the CBSA Telephone Reporting Centre.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Border clearance is streamlined and expedited	Percentage of NEXUS applicants are informed of their success in reaching the interview within 30 business days of receipt of a complete application	95.00%	03/2016
Trusted travellers are low-risk	Percentage of Trusted Traveller members examined who are found to be in compliance with border legislation, regulations and program criteria	97.00%	03/2016

Planning Highlights

Key Commitment: Continue to enhance benefits and streamline processing of trusted travellers

The Trusted Traveller Programs are designed to enhance the benefits for members by simplifying and streamlining the border clearance process to make them more attractive to travellers and allowing the Agency to focus on people of unknown or high risk.

In 2015–16, by adopting new technologies and approaches the Agency will reduce processing times for trusted traveller participants, including NEXUS members. To meet this commitment, the Agency will implement a Canadian electronic NEXUS application process as well as review the results of the eGate Pilot that was launched in 2014 and examine options moving forward. The eGate Pilot extended NEXUS hours of service at the Peace Bridge in Fort Erie, Ontario, through the use of technology that allowed border services officers to remotely interact with NEXUS participants arriving at the port of entry. In addition, the CBSA will continue to increase NEXUS lanes and replace aging equipment at land border ports of entry as well as adding additional NEXUS kiosks at Canada's busiest airports.

Sub-Program 1.2.2: Trusted Trader

Description

The Trusted Trader Program simplifies many of the border requirements for pre-approved, low risk participants so that shipments can be processed more quickly and efficiently at the border. Importers approved under the Customs Self Assessment (CSA) benefit from a streamlined accounting and payment process as well as an expedited clearance option for qualified goods. Members of the Partners in Protection program benefit from enhanced supply chain security as well as lowered examination rates. In addition, members of these Trusted Trader Programs have the option of utilizing the Free and Secure Trade (FAST) lanes to transport eligible imported goods into Canada. FAST is a joint initiative between the CBSA and U.S. Customs and Border Protection.

To become a member of the Trusted Trader Programs, applicants must undergo an in depth risk assessment. Once granted membership, CSA importers can use their own business systems and processes to forward trade data to the CBSA and remit payment of duties and taxes through their own financial institutions. In addition, CSA importers can also apply for trade compliance benefits which allow approved importers the flexibility to completely self-assess and audit their revenue reporting and trade requirements.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Impact of border processing on trusted programs members is minimized	Percentage of Trusted Trader shipments examined at border	1.00%	03/2016

Planning Highlights

Key Commitment: Continue to enhance benefits to participants of Trusted Trader Programs and strengthen international relationships

The Trusted Trader Program enhances trade chain security while providing pre-approved, low-risk traders with streamlined and efficient border processes allowing the CBSA to focus on traders of unknown or of higher risk. In 2015–16, to encourage participation in the Program, the CBSA will develop a joint marketing and awareness plan with the U.S. and continue to enhance benefits to participants. Also, the CBSA will begin the implementation of the Trusted Trader eApplication, aligned with the U.S. version, which will offer an electronic application form and the ability to update company information, thereby reducing members' administrative efforts. In addition, the CBSA will launch an electronic portal for highway carriers to harmonize the exchange of information between Canada and the U.S.'s trusted trader portals. Finally, the Agency will engage Trusted Trader members and stakeholders, as well as reach out to other countries with similar programs to identify leading practices and lessons learned in order to explore opportunities to increase membership and benefits.

Program 1.3: Admissibility Determination

Description

Through the Admissibility Determination program, the CBSA develops, maintains and administers the policies, regulations, procedures and partnerships that enable border services officers to intercept people and goods that are inadmissible to Canada and to process legitimate people and goods seeking entry into Canada within established service standards. In addition, the

Agency develops, maintains and administers the policies, regulations, procedures and partnerships to control the export of goods from Canada.

In the traveller stream, border services officers question people upon arrival to determine if they and their personal goods meet the requirements of applicable legislation and regulations to enter Canada. Border services officers will then make a decision to grant entry or refer a person for further processing (e.g., payment of duties and taxes, issuance of a document), and/or for a physical examination.

In the commercial stream, carriers and importers are required to provide information to the CBSA at or prior to arrival in Canada. Border services officers review the status of pre arrival decisions and/or the provided accompanying documentation to determine whether the goods meet the requirements of applicable legislation and regulations to enter Canada. Based on this determination, a border services officer may refer the goods for further processing, examination and/or scientific/engineering analysis. Upon further examination goods may be seized or penalties imposed.

With some exceptions, all goods being exported from Canada must be reported "in writing" to the CBSA.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
949,587,807	1,005,063,014	896,417,069	844,449,683

Human Resources (FTEs)

2015–16	2016–17	2017–18
7,655	7,665	7,656

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
People and goods who are inadmissible to Canada are intercepted at ports of entry	Percentage of people examined who are found inadmissible	3.20%	03/2016
	Percentage of imported commercial goods examined that result in	0.05%	03/2016

	seizure action in the marine, highway, air and rail modes of importation		
Legitimate people entering Canada at a land port of entry are processed within established service standards	Percentage of people reaching the primary inspection booth within the service standard (10 minutes on weekdays; 20 minutes on weekends and holidays)	95.00%	03/2016

Planning Highlights

Key Commitment: Strengthen the Agency's ability to minimize delays for low-risk travellers and goods while optimizing measures to intercept inadmissible persons and goods

Under the Admissibility Determination Program, the CBSA will continue to enable border services officers to focus their efforts on unknown or high-risk travellers through the preclearance of low-risk travellers and goods. In 2015–16, the Agency will work with international partners to support new initiatives related to admissibility determination and immigration. This includes the implementation of the new pre-clearance agreement to facilitate the crossing of low-risk travellers into Canada by the land, marine and rail. These activities will be supported by the continued development of critical systems and equipment, including increasing the connectivity of medium and small volume ports, where required.

In the commercial stream, to further streamline processes the Agency will move towards the full implementation of the Single Window Initiative (SWI), a key *Beyond the Border Action Plan* commitment. The SWI provides a single portal where importers can electronically submit information to comply with customs and other government regulations in order to enhance efficiencies and reduce administrative duplication related to importing low-risk goods. In 2015–16, the CBSA will continue to integrate participating federal government departments and programs into the SWI portal, as well as support the trade community to fully implement the Integrated Import Declaration reporting tool for electronic reporting of regulated commercial imports between participating government departments and the industry.

Key Commitment: Establish a common approach to perimeter screening through targeted investments in entry and exit systems to promote security and border efficiency in a cost-effective manner

In partnership with the U.S., the Agency will continue to advance the Entry/Exit Initiative as part of the commitments made under the *Beyond the Border Action Plan*. This initiative supports a

variety of activities to improve the sharing of information between the U.S. and Canada for the specific purposes of immigration, law enforcement and national security.

Lastly, the Agency will deploy wireless handheld devices at select ports of entry, increasing the use of technology and new approaches to improve the processing of low-risk travellers. The CBSA will work with Shared Services Canada to ensure that appropriate network capability is readily accessible.

Key Commitment: Transform the CBSA commercial programs in order to modernize and bring efficiencies to the processing of commercial goods

In the commercial stream, efforts to receive information in advance of the arrival of goods in Canada and to move from transactional, paper-based processing to an electronic commerce platform will continue over the next three years as part of the Agency's Border Modernization agenda, and in support of the *Beyond the Border Action Plan* commitments.

In 2015–16, the CBSA will advance work to replace the Canadian Automated Export Declaration system which will maintain access to the electronic reporting option that is widely used by the trade community. This development will also form the foundation of an export system that will be capable of addressing the future needs of the CBSA's export program.

Lastly, to ensure the Agency has the right people with the right training in the commercial stream, the Agency will implement a Commercial People Strategy that will guide human resource planning to effectively deliver on its mandate as well as implement a Commercial Training and Development Curriculum to ensure all employees have access to the appropriate training they need.

Sub-Program 1.3.1: Highway Mode

Description

The Highway Program identifies and intercepts people and goods that are inadmissible to Canada seeking entry at 120 designated land ports of entry while ensuring that admissible people and goods are processed within established service standards. Border services officers conduct interviews of persons and drivers of commercial carriers and then make a decision to allow the entry of a person or shipment or refer them for further processing (e.g., payment of duties and taxes, issuance of a document) and/or examination (e.g., physical search of a vehicle, further investigation of admissibility).

In the commercial stream, importers are required to account for their goods, and carriers and exporters are required to report their goods.

Examinations may be performed with the use of specialized tools (e.g., gamma ray imaging Vehicle and Cargo Inspection System, ion scanners and detector dogs) and may include a full or partial offload of the goods to detect the presence of prohibited or restricted goods (e.g., narcotics or weapons). People and/or goods found to be in violation of the applicable legislation and/or regulations may be subject to a monetary penalty, seizure or denied entry to Canada.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
People who are inadmissible to Canada are intercepted at land ports of entry	Percentage of people examined who are found inadmissible at highway ports	4.00%	03/2016
Goods that are non-compliant with legislation administered by the CBSA are intercepted at a highway port of entry	Percentage of people examined at a highway port of entry who are found to be in possession of goods that are non-compliant with legislation administered by the CBSA	1.30%	03/2016
	Percentage of imported commercial goods examined in the highway mode that result in seizure action	0.02%	03/2016

Planning Highlights

Key commitment: Plan investments and enhance client service along the Canada–U.S. border

Under the *Beyond the Border Action Plan*, Canada and the U.S. will continue to improve the movement of cross-border traffic through investments in technology. In 2015–16, the CBSA is planning to implement Radio Frequency Identification (RFID) technology at several land ports of entry. RFID technology enables travel documents equipped with an RFID chip to be read at a distance allowing for a secure means of acquiring traveller data as well as greater face-to-face interaction with travellers.The CBSA will also launch the small and remote ports of entry traveller processing pilot, which will assess the viability of using technology to process travellers

remotely. These initiatives will enhance the processing of legitimate travellers, allowing the Agency to focus its screening processes on individuals of unknown or higher risk.

Sub-Program 1.3.2: Air Mode

Description

The Air Program identifies and intercepts people and goods that are inadmissible to Canada seeking entry at designated airports while ensuring that legitimate people and goods are processed within established service standards.

Upon arrival, border services officers conduct interviews of persons seeking entry into Canada, aided by electronic pre arrival risk assessment information submitted by the airlines. CBSA officers make a decision to admit the person or refer them for further processing (e.g., payment of duties and taxes, issuance of a document) or examination.

For private and corporate aircraft and general aviation traffic reporting through the Telephone Reporting Centre, various checks are conducted by means of the telephone reporting system. Border services officers make a decision to admit people or refer them for further processing or examination.

In the commercial stream, importers are required to account for their goods, and carriers and exporters are required to report their goods. More specifically, air carriers are required to submit electronic pre-arrival information related to their goods for import. Those goods meeting the requirements of border-related legislation are released at the airport or at a designated sufferance warehouse, while those goods identified as being potentially inadmissible are held for an examination.

To assist border services officers in their examinations, detection tools such as detector dogs and ion scanners may be used. People and goods found to be in violation of the applicable legislation and/or regulations may be subject to a monetary penalty, seizure or denied entry to Canada.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
People and their goods that are inadmissible to Canada are intercepted at air ports of entry	Percentage of people examined who are found inadmissible at air ports of entry	3.54%	03/2016

Goods that are non-compliant with legislation administered by the CBSA are intercepted at airports of entry	Percentage of people examined at air ports of entry who are found to be in possession of goods that are non-compliant with legislation administered by the CBSA	1.60%	03/2016
	Percentage of imported commercial goods examined that result in seizure action in the air mode	0.07%	03/2016

Planning Highlights

Key commitment: Remain diligent in mitigating risks posed through the air mode, while ensuring the facilitation of low-risk travellers

In 2015–16, the CBSA will focus its efforts on monitoring and improving the effectiveness of traveller processing, expand the eligibility of the Automated Border Clearance (ABC) program to U.S. citizens by offering a secure and viable alternative for border processing through the use of self-service kiosk technology as well as implementing the next generation of ABC kiosks. Also in 2015–16, the Agency will improve the international to domestic connection process in order to streamline the movement of travellers, and their luggage, through Canada's airports.

Sub-Program 1.3.3: Rail Mode

Description

The Rail Program identifies and intercepts people and goods that are inadmissible to Canada seeking entry at a rail port of entry or rail yard while ensuring that admissible people and goods are processed within established service standards.

Rail operators are required to report train, passenger and/or cargo information to the CBSA at or prior to arrival in Canada. Border services officers may conduct onboard interviews of travellers seeking entry into Canada upon arrival at the border to determine their admissibility or whether further processing (e.g., payment of duties and taxes, issuance of a document) or examination (e.g., physical search of baggage, further investigation of admissibility) is required.

In the commercial stream, border services officers review the electronic information submitted by the rail carrier and the importer/exporter, and make a decision to release the cargo or refer it for an examination at the rail yard.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Goods that are non-compliant with legislation administered by the CBSA are intercepted at rail ports of entry	Percentage of people examined at rail ports of entry who are found to be in possession of goods that are non-compliant with legislation administered by the CBSA	0.01%	03/2016
	Percentage of imported commercial goods examined that result in seizure action in the rail mode	0.01%	03/2016

Planning Highlights

Key Commitment: Continue to identify and mitigate gaps in the commercial rail mode

The Rail Mode Program ensures non-compliant goods are intercepted at rail ports of entry while facilitating trade across Canada's border. In 2015–16, the Agency will begin an audit of the Program to assess existing procedures and to serve as a baseline for the current status of activities. The results of the audit will strengthen the rail program's framework. In addition, new regulations will come into force related to eManifest and ACI requirements that will enhance the CBSA's ability to identify pre-arrival risks in the rail mode. To support this activity, the CBSA will launch compliance monitoring and outreach activities to assist rail carriers in meeting their new obligations.

Sub-Program 1.3.4: Marine Mode

Description

The Marine Program identifies and intercepts people and goods that are inadmissible to Canada seeking entry at a marine port of entry, while ensuring that admissible people and goods are processed within established service standards.

Prior to arrival in the traveller stream, border services officers receive information regarding the passengers and crew aboard cruise ships, ferries, tour boats, private small vessels in the Trusted Traveller Program and commercial vessels. At large cruise ship offices and certain ferry terminals, passengers are processed using Integrated Primary Inspection Line. For those private vessels reporting through the Telephone Reporting Centre, various checks are conducted by

means of the telephone reporting system. Border services officers make decisions to admit people or refer them for further processing or examination.

In the commercial stream, importers are required to account for their goods. Carriers and exporters are required to report their goods; marine carriers are required to submit advance electronic information for imports and have the option for exports. To assist officers in their examinations, detection tools such as Remote Operated Vehicles and the Vehicle and Cargo Inspection System are used. In major ports, 100 percent of marine containers are scanned for the presence of radiological material using radiation portals. People and goods that are found to be in violation of the applicable legislation and/or regulations may be subject to enforcement action which may include a monetary penalty, seizure, or being denied entry to Canada.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
People who are inadmissible to Canada are intercepted at marine ports of entry	Percentage of people examined who are found inadmissible at a marine port of entry	2.60%	03/2016
Goods that are non-compliant with legislation administered by the CBSA are intercepted at marine ports of entry	Percentage of people examined at a marine port of entry who are found to be in possession of goods that are non-compliant with legislation administered by the CBSA	1.30%	03/2016
	Percentage of imported commercial goods examined at the first point of arrival that result in seizure action in the marine mode	0.13%	03/2016

Planning Highlights

Key Commitment: Continue to address container examination capacity challenges

The CBSA is committed to improving its ability to intercept non-compliant goods at marine ports of entry while ensuring that trade is facilitated across the marine commercial stream. In 2015–16, the Agency will continue to work with industry partners and the Port Authority in Vancouver, to outfit and staff two marine container examination facilities to increase the Agency's examination capacity. This will also include work on the continued development of detection technology and the development of new examination procedures to mitigate marine-

related risks. In addition, the Agency will continue to advance the eManifest initiative, including the implementation of the ACI Bay Plan that will automate targeting and risk assessments of electronic vessel stowage plans from marine carriers.

Sub-Program 1.3.5: Postal

Description

The Postal Program identifies and intercepts international mail items valued at less than CAD$2,500 that are inadmissible to Canada while ensuring that admissible mail items are processed within established service standards, and applicable duties and taxes are assessed and collected. Mail items valued at CAD$2,500 or higher are processed in the regular commercial import stream.

The Postal Program operates at three CBSA Mail Centres in Canada. Border services officers conduct an inspection of international mail items to determine whether further processing (e.g., assessment and payment of duties and/or taxes) and/or a physical examination is required. Mail items that do not require CBSA intervention are released to Canada Post for delivery.

To assist officers in their examinations, detection tools such as X ray and detector dogs may be used. Mail items found to be in violation of the applicable legislation and/or regulations may be seized on behalf of other government departments. Importers are advised of their appeal rights, and Canada Post is advised that the item has been taken from the mail stream. All other items that are deemed admissible, after examination, are released to Canada Post for delivery.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Mail that is non-compliant with legislation administered by the CBSA is intercepted at a Postal centre	Percentage of examined international mail items that are seized	2.50%	03/2016

Planning Highlights

Key Commitment: Continue to partner with Canada Post Corporation to securely deliver international mail to Canadians and stakeholders

Working in collaboration with the CPC, the CBSA will continue to strengthen and secure the movement of international mail by identifying and intercepting mail items that are inadmissible into Canada. In 2015–16, the Agency will ensure that its modernization of the postal stream

includes thorough inspections and examinations of mail items, and efficient and effective processes and procedures. The CBSA will remain diligent in mitigating risks posed through the postal mode, while ensuring timely delivery of mail across the supply chain.

In 2015–16, the Agency will continue to work in collaboration with CPC on the Postal Modernization Initiative. Activities will include stabilizing the Vancouver Mail Centre by improving mechanical infrastructure, processes and system issues that will be used to support future plans on modernizing mail centres in Toronto and Montreal.

Sub-Program 1.3.6: Courier Low Value Shipment

Description

The Courier Low Value Shipment (LVS) Program identifies and intercepts courier importations that are inadmissible to Canada. The importations, conducted by approved courier participants, enter at designated sufferance warehouses. This provides a streamlined reporting, release and accounting process for most courier importations valued at less than CAD$2,500.Mail items valued at CAD$2,500 or higher are removed from the Program and processed in the regular commercial process.

To participate in the Courier LVS Program, a courier company must be pre-approved by the CBSA. Prior to the arrival of a courier shipment, the CBSA reviews the electronic information submitted by the courier to determine whether the goods meet the requirements of the Program and applicable legislation and/or if a physical examination is required. If a physical examination is required, the item is presented to a border services officer upon arrival. To assist officers in their examinations, detection tools such as targets and detector dogs may be used. Goods found to be in violation of the applicable legislation and/or regulations may be subject to a monetary penalty or seizure.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Courier shipments that are non-compliant with legislation administered by the CBSA are intercepted	Percentage of courier shipments examined that are seized	0.25%	03/2016
	Percentage of courier shipments examined that are removed from the Courier Low Value *Shipment Program and*	7.00%	03/2016

	transferred to the regular import stream because the goods were prohibited, restricted, controlled or non-compliant		

Planning Highlights

Key commitment: Continue to develop and implement processes and systems to meet international standards

Maintaining the CBSA's high security standards while facilitating the processing of low-value import shipments remains the core business of the Courier Low Value Shipments Program. In 2015–16, the Agency will continue to develop options for incorporating low-value shipments into the CBSA's pre-arrival risk assessment model. This will strengthen the integrity of the Program as electronic commerce continues to grow and the variety and volumes of low-value shipments increases.

Program 1.4: Criminal Investigations

Description

Under the Criminal Investigations program, the CBSA protects the integrity of border-related legislation and contributes to public safety and Canada's economic security by investigating and pursuing the prosecution of travellers, importers, exporters and/or other persons who commit criminal offences in contravention of Canada's border-related legislation.

CBSA investigators review potential border legislation violations and gather evidence using a variety of investigative techniques, including search warrants, production orders and digital forensic analysis. These violations include criminal offences under the *Customs Act*, *Immigration and Refugee Protection Act*, various food, plant and animal legislation, and other border-related legislation. In conjunction with the Public Prosecution Service of Canada, the CBSA pursues the prosecution of individuals or business entities who violate Canada's border-related legislation.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
26,079,013	26,600,469	26,541,368	26,692,286

Human Resources (FTEs)

2015–16	2016–17	2017–18
305	304	304

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Crown counsel accepts referrals for prosecution prepared by the CBSA	Percentage of referrals for prosecution accepted by Crown	95.00%	03/2016
Individuals/businesses are convicted in order to punish and deter future contraventions	Percentage of concluded prosecutions that result in a conviction	85.00%	03/2016

Planning Highlights

Key Commitment: Strengthen the Criminal Investigations Program

In 2015–16, the CBSA will continue to renew training tools for criminal investigators, and will explore options to enhance investigatory Information Technology (IT) systems and tools. More specifically, the Agency will enhance and update the Investigator Training Course for new criminal investigators. In addition, the Agency will realign its digital forensics capacity to meet the increasing demand to support enforcement and intelligence activities. The Agency will explore new system options to provide criminal investigators with enhanced case management and analytic capacity. Finally, in 2015–16 the CBSA will continue to work with partners in the criminal justice system, including the Department of Justice and Public Safety Canada, to advance the *Canadian Victims Bill of Rights*. A strong Criminal Investigations Program enables effective enforcement results and allows the Agency to further mitigate border-related risks.

Program 1.5: Immigration Enforcement

Description

The Immigration Enforcement Program determines whether foreign nationals and permanent residents who are or may be inadmissible to Canada are identified and investigated, detained, monitored and/or removed from Canada.

Foreign nationals and permanent residents of Canada believed to be inadmissible are investigated and may have a report written against them by a CBSA inland enforcement officer. Depending on the type of inadmissibility, the merits of the report are reviewed by either a Minister's

Delegate or an independent decision maker at the Immigration and Refugee Board of Canada (IRB) where a CBSA hearings officer represents the Minister of Public Safety and Emergency Preparedness. Subsequent to this review, a removal order may be issued against the foreign national or permanent resident in question. Removal orders issued against refugee claimants are conditional and do not come into force until the claim against the removal order is abandoned, withdrawn or denied by the IRB.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
146,023,258	159,242,116	145,295,587	146,515,752

Human Resources (FTEs)

2015–16	2016–17	2017–18
1,173	1,091	1,091

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Immigration enforcement actions are focused on high priority foreign nationals and permanent residents who may pose a safety and/or security risk to Canada	Percentage of high priority foreign nationals removed from Canada compared to the high priority population in the removals inventory (based on annual average)	100%	03/2016
Timely removal of failed refugee claimants who are inadmissible to Canada	Percentage of failed refugee claimants removed from Canada within 12 months of a negative decision under the new system from the Refugee Protection Division or Refugee Appeal Division	80.00%	03/2016

Planning Highlights

Key Commitment: Develop and implement robust immigration enforcement policies while monitoring and assessing the effectiveness and impact of recent reforms

Recent reforms to immigration-related legislation, such as the *Protecting Canada's Immigration System Act* and the *Faster Removal of Foreign Criminals Act*, enhance the safety and security of

Canadians. The CBSA will continue to work with partners such as Correctional Service Canada to strengthen its ability to identify, monitor, and remove criminally inadmissible persons. In 2015–16, the Agency will continue to enforce the reform of the refugee determination system, advance the National Detentions Strategy, develop regulations to support the Ministerial relief application process, improve the integrity of investigation hearings, and enhance the removal process. The development of effective and efficient policies and procedures to identify, investigate, detain and remove high-priority foreign nationals or permanent residents will ensure that immigration enforcement actions focus the Agency's efforts on individuals who pose a safety or security risk to Canada.

Sub-Program 1.5.1: Immigration Investigations

Description

The Immigration Investigations Program investigates reports and arrests foreign nationals and permanent residents already in Canada who are or may be inadmissible to Canada as defined by the IRPA.

Investigation techniques can include data analysis of information collected regarding an individual's immigration application, physical surveillance to locate fugitive inadmissible persons, and field searches of residences and belongings for evidence. Depending on the type of inadmissibility and the status of the person in question, inadmissibility reports are reviewed by either a Minister's Delegate or the IRB. When a person fails to appear for an immigration proceeding such as an examination, admissibility hearing or removal interview, a warrant for their arrest may be issued. Warrants may also be issued against a foreign national or permanent resident where a CBSA inland enforcement officer has reasonable grounds to believe that they are inadmissible to Canada.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Immigration investigations are conducted against foreign nationals and permanent residents who are or may be inadmissible to Canada	Percentage of immigration investigations initiated that result in a person being identified as inadmissible to Canada	55.00%	03/2016
	Percentage of immigration warrants executed/cancelled as a	90.00%	03/2016

	result of active investigation activities conducted by the CBSA		
Timely investigation of foreign nationals and permanent residents who are or may be inadmissible to Canada	Percentage of immigration investigations finalized within one year of being initiated	95.00%	03/2016

Planning Highlights

Key Commitment: Support the reform of the refugee determination system, facilitate the timely removal of failed refugee claimants and enhance the Agency's capacity to investigate and locate foreign nationals and permanent residents in contravention of the IRPA

Strengthening immigration investigations, and the capacity and ability of the CBSA to locate inadmissible foreign nationals for enforcement proceedings, in a timely manner, is a key priority to support the Government of Canada's immigration reforms.

In 2015–16, the Agency will complete the assessment of the passport pilot project that will assess the value of systematic information sharing between the CBSA and CIC-Passport to locate individuals inadmissible to Canada. This pilot project includes sharing photographs, biographic and system reference details of wanted individuals with a high risk indicator to determine if these individuals have applied for and/or obtained a Canadian travel document under a false identity.

In addition, the CBSA will also develop a management response action plan to implement recommendations from a recent program evaluation of the Immigration Investigations Program. Finally, the Agency will continue efforts to reduce the warrant inventory by focussing on the highest priority cases, failed refugee claimants, and developing new tools to locate those who have failed to report to the CBSA.

Sub-Program 1.5.2: Immigration Detentions

Description

The Detentions Program detains and/or monitors the conditions of release of foreign nationals or permanent residents where there are reasonable grounds to believe the individual is inadmissible to Canada and where the individual is a danger to the public, poses a flight risk or where their identity is not established. Foreign nationals and permanent residents may also be detained upon entry into Canada for an examination or where the individual is suspected of being inadmissible for security reasons. They are entitled to an IRB hearing after being detained for 48 hours, 7 days

and 30 days. The CBSA has three immigration holding centres in Canada located at Vancouver, Toronto and Montréal.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Foreign nationals and permanent residents that may pose a risk to the safety and security of Canada are detained	Percentage of foreign nationals and permanent residents who may be inadmissible to Canada or who may be ready for removal who are detained according to their assessed level of risk	85.00%	03/2016

Planning Highlights

Key Commitment: Advance the National Detentions Strategy

To support the National Detentions Program and ensure foreign nationals and permanent residents that may pose a risk to the safety and security of Canada are detained according to their assessed level of risk, in 2015–16, the CBSA will continue to implement an updated standardized detention risk assessment tool in order to consistently measure detainee risk. The National Risk Assessment for Detention tool will establish a standard definition of detainee risk and enhance risk-based detention management practices that further strengthen the overall management of the detention program.

Also in 2015–16, the Agency will develop and implement enhanced National Detention Standards to further strengthen consistency in detention practices and improve monitoring of the detentions program. The CBSA will update certain contracts for detention-related services in order to enhance the effectiveness of immigration enforcement while ensuring individuals who pose a risk to Canada are detained accordingly.

Sub-Program 1.5.3: Immigration Hearings

Description

The Immigration Hearings Program ensures that the Government of Canada's interests are represented at immigration proceedings before the IRB of Canada which determines the immigration and detention status of foreign nationals and permanent residents already in Canada, in accordance with the IRPA. CBSA hearings officers are responsible for representing the Minister of Public Safety and Emergency Preparedness and/or the Minister of CIC at

immigration proceedings before the IRB. This function ensures that foreign nationals and permanent residents who are inadmissible to Canada are denied status, and removal orders are issued where appropriate.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The position of the Minister of Public Safety and Emergency Preparedness and/or Minister of Citizenship and Immigration Canada position with respect to immigration status is represented and upheld at administrative proceedings before the IRB	Percentage of decisions rendered by Members of the IRB and outcomes that align with the priorities of the Minister of Public Safety and Emergency Preparedness and/or the Minister of CIC	70.00%	03/2016

Planning Highlights

Key Commitment: Improve the integrity of the immigration hearings program

The CBSA plays a key role with the IRB, the Minister of Public Safety and Emergency Preparedness and the Minister of Citizenship and Immigration to ensure those who pose a risk and are inadmissible to Canada are identified and removed accordingly. In 2015–16, the Agency will continue investigating and referring cessation and vacation cases to the IRB, while enforcing removal orders for successful cessation or vacation applications. Additionally, the CBSA will finalize a program review of its hearings program and develop an action plan to carry out the recommendations of the review to improve the overall management of its hearings-related activities.

Sub-Program 1.5.4: Immigration Removals

Description

The Removals Program ensures that foreign nationals and permanent residents with an enforceable removal order are removed from Canada. Once a person is removal ready, an interview is conducted to ensure that a travel document is available and that a pre removal risk assessment is offered by a CBSA inland enforcement officer. Where a valid travel document is not available, CBSA inland enforcement officers liaise with foreign embassies to secure the required travel documents. The CBSA may have to make further arrangements for removal,

which could include arranging for travel (e.g. purchasing an airline ticket or chartering a plane for high risk individuals in exceptional cases), providing escorts (e.g. to respond to airline and transit country requirements), and liaising with CBSA staff abroad (migration integrity officers) to ensure smooth passage from Canada to the final destination.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Timely removal of foreign nationals subject to an enforceable removal order	Average number of days to facilitate a removal from Canada of a failed claimant who received their negative refugee determination *Pre-Protecting Canada's Immigration System Act* (PCISA) from Canada	650	03/2016
	Average number of days to facilitate a removal from Canada of a failed claimant who received their negative refugee determination post-PCISA from Canada	365	03/2016

Planning Highlights

Key Commitment: Enhance the capacity and ability of the Agency to remove foreign national criminals, failed refugee claimants and other inadmissible persons from Canada in a timely and cost-effective manner

The ability to remove foreign national criminals, failed refugee claimants and other inadmissible persons from Canada, in a timely and cost-effective manner, is directly linked to the Agency's ability to protect Canada from border-related risks. In 2015–16, the Agency will continue to strengthen the effectiveness and efficiency of the Removals Program by negotiating readmission arrangements with problematic countries to ensure the timely issuance of travel documents and to clearly outline protocols and procedures to follow in order to increase the Agency's ability to enforce removals.

Program 1.6: Recourse

Description

The Recourse Program provides the business community and individuals with an accessible mechanism to seek an impartial review of service-related complaints, program decisions and enforcement actions taken by the CBSA. This program ensures that their decisions are fair, transparent and accurately reflect the Agency's policies and the Acts administered by the CBSA.

Individuals can complete a written submission if they disagree with an enforcement action or a program decision made by the CBSA or wish to submit a complaint or compliment about services. Clients are provided with a timely acknowledgement of their correspondence, before CBSA officials conduct a thorough review, taking into consideration the legislation administered by the Agency, CBSA policies, the client's point of view and, where necessary, technical opinions from CBSA experts or legal advice from the Department of Justice. Individuals who are not satisfied with the CBSA's review can appeal to the appropriate court, tribunal or external review body.

The Recourse Program also facilitates the review of external complaints of discrimination filed with the Canadian Human Rights Commission and assists the Department of Justice representing the Agency on appeals to the Federal Court, various tribunals and other external bodies.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
11,473,302	11,277,889	11,092,319	11,145,685

Human Resources (FTEs)

2015–16	2016–17	2017–18
113	113	113

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Initial contact with the appellant is timely	Percentage of enforcement appeals acknowledged in 10 days	85.00%	03/2016
Timely decisions made in support of border services legislation	Percentage of enforcement appeals decided in 180 days	75.00%	03/2016

	Percentage of trade appeals decided in 180 days	70.00%	03/2016

Planning Highlights

Key Commitment: Continue to improve program efficiency

By ensuring decisions are made in a timely manner, and enhancing the quality of enforcement decisions, the Agency's Recourse Program will continue to support border services-related legislation. In 2015–16, the Agency will maintain the integrity of the Recourse Program through the development and implementation of the next cycle of quality assurance improvements, and the modernization of its information management systems through the continued development of the Recourse Content Management System. The Program will ensure client service by maintaining the Agency's service standards, providing timely feedback to CBSA programs on appeal decisions, reviewing files and court decisions in litigation, and responding to service-related complaints. These initiatives will ensure the Agency maintains the quality of enforcement decisions, leverages modern technology and uses smart information processes to support its Recourse Program.

Program 1.7: Revenue and Trade Management

Description

The Revenue and Trade Management Program administers international and regional trade agreements and domestic legislation and regulations governing trade in commercial goods. The Program ensures that appropriate trade data is collected and that the duties and taxes owed to the Government of Canada are remitted in accordance with Canadian trade laws and import requirements. Commercial importers must accurately report on their goods at the time of importation, and remit the required payment, or self-correct their entries, and pay any additional amounts owing, when they have reason to believe that trade-related reporting errors have occurred.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
102,179,578	98,440,479	78,370,892	69,393,192

Human Resources (FTEs)

2015–16	2016–17	2017–18
911	835	787

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Duties and taxes owed to the Government of Canada are collected in accordance with trade policies	Percentage of compliance of importers with Canada's trade laws and importing requirements	85.00%	03/2016

Planning Highlights

Key Commitment: Continue to modernize and optimize systems and processes that support the importation of goods

In 2015–16, work will continue with the phased-in delivery of new IT systems and procedures that will simplify the importation process. The CBSA Assessment and Revenue Management (CARM) project is a large transformational initiative that will help the Agency meet this commitment. The CARM project will simplify and streamline the assessment and collection of revenue from importers through the introduction of new payment options, and the ability to register, conduct revenue assessment activities and manage accounts online by reducing red tape and automating key business processes. In addition, the new functionalities introduced by CARM will improve the way the CBSA assesses and collects importer revenues, resulting in greater compliance rates and assurance that duties and taxes owed to the Government of Canada are being collected in accordance with trade policies.

In 2015–16, the CBSA will complete phase two of CARM, which involves the deployment of a number of IT components, including the release of Client Master Data, an e-payments system for approved customs self-assessment clients, and an Accounts Receivable Ledger which will include e-payments for all Commercial clients.

The CARM project will streamline and simplify the border experience for importers by reducing red tape, and automating key business processes.

Sub-Program 1.7.1: Anti-Dumping and Countervailing

Description

The Anti-Dumping and Countervailing Program is responsible for the administration of the *Special Import Measures Act* (SIMA). Its role is to provide assistance to Canadian producers who face unfair foreign competition from dumped or subsidized goods in the Canadian marketplace. SIMA provides measures of redress against such goods when they have caused injury to the Canadian industry, and is in keeping with Canada's international obligations as a signatory to the WTO. Protecting Canadian industry against the injury from dumped or subsidized imports requires a two track approach, with the CBSA responsible for determining whether imports are being dumped or subsidized, and the Canadian International Trade Tribunal making the decision of whether these imports have caused injury to Canadian production.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Canadian industry is protected from economic injury caused by the subsidizing and dumping of imported goods	Number of Canadian jobs protected as a result of applying the Special Import Measures Act (SIMA)	33,000	03/2016
	Value, in billions of Canadian production protected as the result of applying SIMA	$7 billion	03/2016

Planning Highlights

Key Commitment: Continue to carry out the Agency's full responsibilities under the SIMA and seek further opportunities for improvement in program delivery

The Agency, along with the Canadian International Trade Tribunal, is responsible for the administration of SIMA, an Act that helps to protect Canadian industry from the dumping or subsidizing of imported goods.

In 2015–16, the Agency will perform dumping and subsidizing investigations, re-investigations and expiry reviews, and following these investigations will conduct enforcement activities, as required. This work is carried out in the post-border environment, allowing officers to facilitate trade and focus primarily on health and security concerns, leaving economic issues to be addressed after goods have entered Canada. SIMA investigations and enforcement activities will ensure that the Agency is able to assess and collect duties and taxes owed to the Government of Canada and will protect Canada's population for the border-related risk of unfair foreign competition.

Sub-Program 1.7.2: Trade Policy

Description

The Trade Policy Program is responsible for interpreting the legislation and regulations that govern the tariff classification, origin and value of imported goods, and the related assessment of duties and taxes, so as to ensure that persons engaged in the importation of goods into Canada fully understand all of the trade related requirements in order to promote self-compliance. The Program also administers Canada's trade incentive initiatives (e.g., duties deferral, customs warehouses, remissions, and drawbacks) which assist Canadian businesses in remaining competitive in international markets. Further, the Program is responsible for the negotiation of the origin procedures that are included in all of Canada's free trade agreements, which serve to strengthen international trade rules and open new markets for Canadians. Finally, the Program is responsible for representing the views of Canadian businesses in international trade fora, such as the WCO and the World Trade Organization, in order to ensure a fair and accessible global trading environment.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Importers have access to interpretations, ruling, advice and guidance on trade-related issues	Percentage of trade-related policies reviewed and revised, as required	20.00%	03/2016
	Percentage of advance rulings released within 120 calendar days of receipt of full information	95.00%	03/2016

Planning Highlights

Key Commitment: Continue to develop, maintain, and make available trade related information products that promote importer self-compliance

The Trade Policy Program facilitates international trade by ensuring that importers are aware of the international trade obligations and domestic trade legislation with which they must comply. In addition, the program ensures that the CBSA's trade-related policies reflect those international obligations (e.g., free trade agreements, WCO technical committee decisions) and that Canada's interests are represented reflected at the WCO.

In 2015–16, to ensure importers have access to specific information products, the Agency will continue to develop and maintain trade-related policies (i.e., D-Memoranda), and will ensure these policies are readily available on the CBSA's website. In addition, the Program will continue to issue advance and national customs rulings, and publish these rulings on the CBSA

website, with the consent of the applicant. Finally, in 2015–16 the Agency will continue to advance global border management by participating in key public forums focused on trade-related issues, and negotiating and implementing the origin procedures and trade facilitation measures included in Canada's free trade agreements. These activities will ensure that importers have the information they need to self-comply with Canada's international trade obligations, and thereby will increase the likelihood that importers will correctly apply domestic trade legislation and remit all duties and taxes owed to the Government of Canada.

Sub-Program 1.7.3: Trade Compliance

Description

The Trade Compliance Program works to ensure that Canadian importers accurately account for the commercial goods that they bring into Canada and pay all of the duties and taxes owing. Compliance activities include random verifications, selected using a statistical model, that are used to measure the rate of compliance by product type and/or industry. The results also provide valuable information that often lead to more focused, risk based verifications in instances where non-compliance is suspected. These trade compliance activities are supported by robust monitoring and administrative penalty programs that are aimed at maintaining a level playing field for all Canadian importers by making certain that the rules apply equally to everyone and that the appropriate duties and taxes are paid in full.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Importers are in compliance with Canadian trade laws	Percentage of revenue-based, targeted compliance verifications that yield a positive result for the CBSA (i.e., $1,000 or more owing to the Government of Canada)	65.00%	03/2016

Planning Highlights

Key Commitment: Continue compliance verification work to ensure that duties and taxes owing on imported goods are properly assessed and seek further opportunities for improvement in program delivery

The Trade Compliance Program protects Canadian businesses from unfair competition, by ensuring that all duties and taxes owed are assessed, thereby establishing and maintaining a level

playing field for all businesses. Through the Program's verification activities, the CBSA is able to identify importers that are not in compliance with Canadian trade laws and can then work to rectify their specific issues.

In 2015–16, the Agency will continue to conduct trade compliance verifications related to tariff classification, origin, valuation, trade incentives, transportation and adjustments. To meet this commitment, the Agency will also continue to identify specific areas where there is a higher risk for non-compliance and use these areas of risk to target verifications. Finally, the Agency will expand the scope of its Quality Assurance Program to include verifications of trade incentives and the issuance of administrative monetary penalties.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
337,078,826	358,551,233	341,371,268	339,373,365

Human Resources (FTEs)

2015–16	2016–17	2017–18
2,129	2,048	2,044

Planning Highlights

Key Commitment: Implement a robust financial management regime

Organizational resilience is the foundation that enables the Agency to establish a sustainable infrastructure to support the achievement of its Strategic Outcome. Part of this is dependent on a robust financial management regime. In 2015–16, the CBSA will develop a comprehensive financial management framework which documents all financial processes. The Agency will add new functionalities to financial and project management systems to enable more effective budgeting, planning, forecasting and project management. The Agency will renew existing financial policies to clarify responsibilities and create an integrated, streamlined and consolidated policy structure. These activities will further enable the alignment between business and financial planning, as well as strategic planning and available resources.

Key Commitment: Begin implementation of a Public- Private Partnership initiative to renew border infrastructure to support the Agency's operations and border modernization efforts

As part of the broader Government of Canada commitments related to border infrastructure renewal, in 2015–16, the CBSA will begin implementing a Public-Private Partnership initiative to ensure that the Agency's fixed infrastructure keeps pace with business and border

modernization efforts. New investments have been earmarked for Boundary Bay (BC), Sprague and Boissevain (MB), with additional investments being directed towards upgrades at the majority of the Agency's ports of entry over the next several years. Working with Public-Private Partnership Canada, the CBSA will identify gaps, develop a procurement strategy and implementation plan to undertake the renewal of approximately two-thirds of Crown-owned border facilities across the country by 2018–19. This initiative is aligned with Canada's Economic Action Plan to invest in jobs for Canadians and infrastructure renewal and support greater private and public relationships.

Key Commitment: Develop and support modern and responsive information technology systems

Modern IT and physical infrastructure are two key components that support the implementation of the CBSA's business strategies and the evolution of its business capabilities. The modernization of IT tools for frontline officers is necessary to support the Agency's day-to-day operations, increase productivity and improve decision-making capabilities throughout the Agency. In 2015–16, the Agency will continue to advance its portfolio of IT projects supporting the Agency's commercial, traveller and corporate systems. The Agency's Strategic Technology Plan will support this evolution of CBSA IT systems and services by capturing their current states, defining their target future states and identifying the activities required to reach this goal.

Also in 2015–16, the Agency will continue to plan and implement the migration of its IT systems and services in collaboration with Shared Services Canada (SSC) to support a stable and available platform of IT services and infrastructure that enables innovative business solutions. This partnership will deliver transformation and modernization of the CBSA's IT systems and services while supporting SSC efforts to modernize, consolidate and improve the underlying IT infrastructure of the Government of Canada.

Key commitment: Modernize and innovate the delivery of programs and services across the spectrum of border services provided by the Agency, including partnerships with other government organizations

Frontline service delivery remains a key priority for the CBSA's commitment to service excellence for its partners, stakeholders and Canadians. The Agency will continue to provide high standards of client service by continuing to modernize its operations while focusing on generating efficiencies.

In 2015–16, in support of service excellence, the CBSA will continue to display automated Border Wait Time technology at additional ports of entry as part of the *Beyond the Border Action*

Plan commitments. This supports frontline service delivery by optimizing technology to manage increasing traveller and commercial volumes and improve service.

Finally, in 2015–16, the CBSA will continue to align its approach to emergency management practices with the U.S. In collaboration with Public Safety Canada, the Agency will develop policies and procedures that are coordinated, planned and well-rehearsed with the aim of minimizing disruptions to border operations during an emergency or critical situation.

Key Commitment: Ensure a motivated, knowledgeable and innovative workforce that continually improves border integrity and security

The CBSA will continue to deliver the Agency's Border Modernization agenda to support a high-performing, bilingual and mobile frontline workforce. The primary initiative for this commitment is the three-part Officer Induction Model (OIM) which includes: a national recruitment program focused on candidates that meet evolving operational needs; the Officer Induction Training Program at the CBSA College which provides intensive training, including firearm certification, of recruits; and the Officer Induction Development Program which supports and assesses trainees in their transition to field operations. Continued enhancement of the model will remain a priority for the Agency.

In 2015–16, the Agency will complete its 10-year implementation of the arming project by training up to 1,000 current employees. Additionally, through the OIM, 500 recruits will also join the armed workforce of the Agency for a total of 6,700 trained officers by March 2016. This will transition the CBSA's business models and corporate identity from a focus on transactions and duty collections, towards an enforcement Agency.

Lastly, these efforts will be complemented through a robust internal communications plan to further employee engagement in support of the vision and mandate of the Agency. A strong internal communication plan will help ensure that employees have a well-grounded understanding of the Agency's priorities and how their work contributes to realizing those priorities, leading to a more cohesive and higher-performing organization.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the CBSA's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the CBSA's website[iii].

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31
(dollars)

Financial Information	2014–15 Estimated Results	2015–16 Planned Results	Difference
Total expenses	1,954,511,000	1,894,110,000	(60,401,000)
Total revenues	16,430,000	18,430,000	2,000,000
Net cost of operations	1,938,081,000	1,875,680,000	(62,401,000)

Total expenses for 2015–16 are estimated to be $1.894 billion. This is a decrease of approximately $60 million or 3.1% compared to 2014–15 where total expenses were estimated to be $1.954 billion.

Total revenues for 2015–16 are estimated to be $18.4 million. This is an increase of $2 million or 12.2% compared to 2014–15 where total revenues were estimated to be $16.4 million. As the aforementioned future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amount (Budgetary Performance Summary, Section II, pages 11-12) is prepared using the cash-basis of accounting, amounts will differ.

Supplementary Information Tables

The supplementary information tables listed in the *2015–16 Report on Plans and Priorities* can be found on the CBSA's website[iv].

- Departmental Sustainable Development Strategy;
- Status Report on Transformational and Major Crown Projects; and
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[v] publication. The tax measures presented in the ***Tax Expenditures and Evaluations*** publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

For more information on the CBSA and its activities, please visit the CBSA's website at **http://www.cbsa-asfc.gc.ca**.

Contact Information for General Inquiries

By Telephone:

Within Canada: 1-800-461-9999
Outside Canada (long distance charges apply): 1-204-983-3500 or 1-506-636-5064
TTY within Canada (For those with hearing or speech impairments): 1-866-335-3237

By Email:

Contact@cbsa.gc.ca

By Mail:

Canada Border Services Agency
Ottawa, ON
Canada
K1A 0L8

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. **Whole-of-government framework,** http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

ii. ***2015–16 Main Estimates*,** http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp

iii **Future-Oriented Statement of Operations,** http://cbsa-asfc.gc.ca/agency-agence/reports-rapports/fs-ef/2015/fofs-erp-eng.html

iv **Supplementary information tables,** http://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/rpp/2015-2016/index-eng.html

v. ***Tax Expenditures and Evaluations* publication,** http://www.fin.gc.ca/purl/taxexp-eng.asp